

PODIUM

Journal of Science and Technology in Physical Culture

EDITORIAL LIBERCIENCIA

Volume 18
Issue 3

2023

University of Pinar del Río "Hermanos Saíz Montes de Oca"







Translated from the original in spanish

Original article

Methodology to improve the participatory dynamics in the management of community physical activity. Results of your experimentation

Metodología para perfeccionar la dinámica participativa en la gestión de la actividad física comunitaria. Resultados de su experimentación

Metodologia para melhorar a dinâmica participativa na gestão da atividade física comunitária. Resultados da sua experimentação

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Received: 04/07/2023.

Approved: 08/02/2023.



ABSTRACT

The Sports Complexes are base institutions of the Cuban Sports System. Its location corresponds to the territorial demarcation of the Popular Councils. As part of their social responsibility, they must contribute to the quality of life of the population. The objective of this article was to design a methodology that is based on a theoretical conception characterized by a transformative approach, for the improvement of the participatory dynamics in the management of the Community Physical Activity (AFC in Spanish) subsystem in the sports complexes. Its importance lies in the application of a methodology to improve the participatory dynamics in this area, validated from experimentation in the sports complex, as a basic structure of the sports system of the National Institute of Sports, Physical Education and Recreation (INDER). Empirical methods were used such as: document review, data collection, survey, interview, participant observation, awareness workshop and pre-experiment. For its application, two units of analysis were used: one intended to evaluate the management process with two dimensions and another to evaluate the participatory dynamics with two dimensions, all of them with their indicators and measurement instruments. The results obtained show fissures and insufficiencies in the management of the participatory dynamics of the AFC subsystem, however, the implementation of the methodology provides diagnostic instruments for the work of managers and teachers, with a view to evaluating the management in an integral way in the complex. The technical staff and the management structure of the sport complex consider the instruments are pertinent that allow diagnosing the participatory dynamics in the subsystem of reference, which reveal the essence of community participation, the causes that limit this process, its results and the criteria related to the results. themes, forms and those involved in community participation, depending on the management of the sport complex.

Keywords: management, participation, participatory dynamics, community physical activity.



RESUMEN

Los Combinados Deportivos son instituciones de base del Sistema Deportivo Cubano. Su ubicación se corresponde con la demarcación territorial de los Consejos Populares. Como parte de su encargo social, deben contribuir a la calidad de vida de la población. El objetivo de este artículo consistió en diseñar una metodología que se sustente en una concepción teórica caracterizada por un enfoque transformador, para el perfeccionamiento de la dinámica participativa en la gestión del subsistema de Actividad Física Comunitaria (AFC) en el combinado deportivo. Su importancia radica en la aplicación de una metodología para perfeccionar la dinámica participativa en esta área, validada a partir de la experimentación en el combinado deportivo, como estructura básica del sistema deportivo del Instituto Nacional de Deportes, Educación Física y Recreación (Inder). Se emplearon métodos empíricos como: la revisión de documentos, recolección de datos, encuesta, entrevista, observación participante, taller de sensibilización y el preexperimento. Para su aplicación, se emplearon dos unidades de análisis: una destinada a evaluar el proceso de gestión con dos dimensiones y otra para evaluar la dinámica participativa con dos dimensiones, todas ellas con sus indicadores e instrumentos de medición. Los resultados obtenidos muestran fisuras e insuficiencias en la gestión de la dinámica participativa del subsistema de AFC, no obstante, la implementación de la metodología, aporta instrumentos diagnósticos para la labor de directivos y profesores, con vistas a evaluar la gestión de manera integral en el combinado. La fuerza técnica y la estructura de dirección del combinado consideran pertinentes los instrumentos que permiten diagnosticar la dinámica participativa en el subsistema de referencia, que develan las esencias de la participación comunitaria, las causas que limitan este proceso, sus resultados y los criterios relacionados con los temas, las formas y los involucrados en la participación comunitaria, en función de la gestión del combinado.

Palabras clave: gestión, participación, dinámica participativa, actividad física comunitaria.



RESUMO

As Combinações Esportivas são instituições base do Sistema Desportivo Cubano. A sua localização corresponde à demarcação territorial dos Conselhos Populares. Como parte da sua responsabilidade social, devem contribuir para a qualidade de vida da população. O objetivo deste artigo foi desenhar uma metodologia baseada em uma concepção teórica caracterizada por uma abordagem transformadora, para a melhoria das dinâmicas participativas na gestão do subsistema de Atividade Física Comunitária (AFC) na equipe esportiva. Sua importância reside na aplicação de uma metodologia para aperfeiçoar a dinâmica participativa nesta área, validada a partir da experimentação na equipe esportiva, como estrutura básica do sistema esportivo do Instituto Nacional de Esporte, Educação Física e Recreação (Inder). Foram utilizados métodos empíricos como: revisão documental, coleta de dados, levantamento, entrevista, observação participante, oficina de sensibilização e pré-experimento. Para sua aplicação foram utilizadas duas unidades de análise: uma destinada a avaliar o processo de gestão com duas dimensões e outra para avaliar a dinâmica participativa com duas dimensões, todas elas com seus indicadores e instrumentos de medição. Os resultados obtidos mostram fissuras e insuficiências na gestão da dinâmica participativa do subsistema AFC, porém, a implementação da metodologia fornece instrumentos de diagnóstico para o trabalho de diretores e professores, com vistas a avaliar a gestão de forma abrangente no conjunto. A força técnica e a estrutura de gestão da equipa consideram relevantes os instrumentos que permitem diagnosticar a dinâmica participativa no subsistema de referência, que revelam as essências da participação comunitária, as causas que limitam este processo, os seus resultados e os critérios relativos aos temas, formas e dos envolvidos na participação comunitária, dependendo da gestão da equipe.

Palavras-chave: gestão, participação, dinâmica participativa, atividade física comunitária.



INTRODUCTION

The Sports Complexes are base institutions of the Cuban Sports System, their location corresponds to the territorial demarcation of the Popular Councils. As part of their social responsibility, they must contribute to the quality of life of the population, through the offers and services they provide.

The enrichment of skills and mastery of physical activity and sports management tools, in the current Cuban context, constitutes a challenge for the group of professionals of this institution,

If it is taken into account the flexibility with which educational proposals must be conceived so that they can be extended beyond the entity, always in close correspondence with the needs of the various population groups.

Various authors have addressed the term management from different fields and contexts, which provide elements on its definition, general and particular characteristics, and scientific results based on strategies, models, and systems: (Scheherazade *et al.*, 2017, Chiavenato, 2019; Díaz-Canel, 2021 and Alvarado, 2022). Regardless of their contributions, there is a need to deepen the management carried out by community sports complexes as a basic sports organization, through physical activity services. In this sense, they allow an adequate management of community physical activity articulated with the structures of the area, in order to favor processes of participation and empowerment that produce transformations in the social practices of the community. It also foresees that the health indices and quality of life of the population will rise, through the systematic practice of physical exercises.

It is necessary to add that the Methodological Indications of the National Sports Institute establish details for the management strategy of the AFC area, through a specific objective and indicators with evaluation parameters that are established for evaluation. These are conceived for the levels of the nation, province, municipality and in the sport complexes, an action plan is prepared that responds to them, however, this pyramidal system fractures the autonomous capacity of the sport complex to manage the processes from its potential.



In the management process, the active participation of teachers and community members is required, so it is necessary to take into account the life experiences of the population and the community structures to achieve the objectives set by the research. Authors such as: (Odriozola and Rodríguez, 2020; Sánchez *et al.*, 2020; Iglesias, 2021; Díaz, 2021; Díaz-Canel, 2021 and Álvarez. *et al.*, 2022) have declared themselves on this matter.

In this sense, participatory management in different contexts lacks a vision that takes into account the participatory culture of those involved, by not delving into methods and procedures to achieve their involvement and reveals the lack of qualitative indicators to evaluate the process.

The analysis of these antecedents, their common points and their theoretical fissures, are taken as aspects that enable a scientific position by the authors, where they analyze participatory management from various dimensions and indicators. In this line of thought, the scientific approaches that are made around their contributions on this topic open the doors to raise the need to re-conceptualize *participatory management*. Therefore, approaches, theories, principles and the political-pedagogical conception of Popular Education are assumed as a fundamental tool in praxis, by assuming the horizontal vision that conceives in the processes of participation, group work, critical, reflective dialogue, where the human being in its essence is transformed and perfected.

In essence, assuming a transformative perspective to perfect the participatory dynamics in the management of the AFC, means taking into account at least six aspects:

- 1) Diagnostic study
 - a) Management of the AFC (of teachers, directors and practitioners).
 - b) Dimensions of management
 - c) Community environment.
- 2) Contributions of human relations theory in management.
- 3) Self-critical reflection of teachers, directors and practitioners.
- 4) Development of self-organization, which starts from the notion of the process as the guiding idea and the most effective way to achieve, from its internal potentialities, the development, dynamization and reconfiguration of the interrelationships between the



subsystems, components and elements of the system (AFC management team of the sports complex).

From the study and systematization carried out in the research process, theoretical contributions are generated that facilitate conceptualizing participatory management as: the process of coordinating actions carried out by community actors who emerge as subjects of change by forming, having and taking part in the management process of sports complexes. This concept visualizes the transformations that the context demands, a changing praxis, which favors symmetrical relationships through links of cooperation, mobilization, solidarity, collective projects, production of meanings and senses.

For these reasons, the objective of the research is located in designing a methodology that is based on a theoretical conception characterized by a transforming approach, for the improvement of the participatory dynamics in the management of the Community Physical Activity subsystem in the sports complex. It reworks an instrument that facilitates the evaluation of participation in its essence and as a process, hence the results that are shared in the article, in addition, it enhances the methodological tools in order to promote horizontal participation in the grassroots structures and that, at the same time, it modifies the ways of doing things between the institution and the community.

MATERIALS AND METHODS

For the research, a pre-experimental study was developed, with a population of 995 people in 12 sports complexes, an intentional and deliberate sample of 360 people was selected, taking into account inclusion, exclusion and loss to follow-up criteria. Methods were used for initial empirical investigations, as part of the research process: survey, interview, document review, data collection and observation. A meeting was held with the management structure of the sport complex, in order to coordinate actions for the development of the research, the entities involved, professors, practitioners and other researchers from external institutions were selected.



The research was organized in three stages: exploration and diagnosis, elaboration of the methodology and application and validation of the proposal. A pre and posttest was applied to diagnose and evaluate two analysis units with their dimensions and indicators: one that responds to the management process and the other to the participatory dynamics. In this way, the independent variable that is specified in the methodology for the improvement of the participatory dynamics in the management of the community physical activity subsystem in the sports complex, assumes the evaluation of the management process through the dimensions: coordination of the process and process results.

For its part, the unit of analysis that refers to the participatory dynamics in the management of physical activity in sport complexes is evaluated from two dimensions: a) criteria related to who participates, and b) criteria related to how one participates. In the initial diagnosis, an analysis of the community context was carried out, in which qualitative and quantitative information was collected, through community structures, such as mass organizations: Committees for the Defense of the Revolution (CDR), Cuban Women's Federation (FMC), zonal nucleus of the Communist Party of Cuba (PCC), Association of Combatants of the Cuban Revolution (ACRC) and government structures (constituency delegates, popular council and medical offices). This information constituted a first look at the reality of the environment.

At this stage, surveys were carried out on the management structure of the sport complex, its technical staff, the elderly population involved, community organizations and institutions, with the aim of evaluating the levels of participation in the management of sport complexes and their functions in the management cycle. Interviews were conducted with managers and methodologists, to diagnose the state of management in the physical activity subsystem at the provincial, municipal and sport complex level; this also allowed knowing the implication in the planning, organization, execution and evaluation of this activity.

Participant observation was a method that allowed the integration of researchers into the process; when visualizing the interiors of the teacher's management in the community, the forms, methods, procedures and tools that teachers use in planning and teaching classes. In



the same way, the sensitization workshops facilitate in a group way reveal results in both units of analysis and triangulate the results with the other methods used.

RESULTS AND DISCUSSION

For the development of the diagnosis, elements of the (Practical Guide for the Evaluation of Participatory Processes, 2006) are assumed, from which two units of analysis are assumed: one to evaluate the management process and another to evaluate the participatory dynamics, with its dimensions and indicators. The results of the instruments applied in the pre-test and post-test are briefly described below:

Management process analysis unit

Dimension: Coordination of the process. Pre-test results.

In this unit of analysis, in the coordination dimension of the process, of the historical-contextual indicator, it shows that 100 % of the sample considers that the analysis of the context is not contemplated in the work guidelines of the subsystem, at any level. In this sense, despite the characterization of the sport complex being an auditable document, it is not regularly updated and does not constitute reference material in the sport complex structures, for planning its management; on the other hand, in the indicator: integration to the participatory system of the sports complex, 83 % of the sample considers that there is no work system that integrates all the subsystems of the sport complex and creates integration mechanisms with community structures.

The 17 %, for their part, express that a minimum level of relations prevails between the subsystems in relation to statistical information and the performance of weekend activities. In relation to the clarity of objectives indicator, of this same dimension, the total sample (100 %) considers that no objectives have been identified to develop management functions in the processes of the sport complex. They also agree that the objectives of the calendar events are made from technical elements, the exclusive domain of professionals in the sector.



Similar results are obtained with the evaluation of the indicator planning, organization, execution, control and resources. Here, 100 % reveal that management planning is an exclusive process of the management structure of the sport complex, where the community, its structures and population are not called upon to participate and also use authoritarian and top-down forms for decision-making.

The transversality indicator, for its part, shows that 100 % of the sample in the applied instruments considers that the current resolutions that support the work of the subsystem limit the creation of transversal participatory spaces between the areas of the institution and between these and the community. On the other hand, the analysis of the consensus indicator shows that 100 % report that it is not conceived in the sport complex the participatory spaces in which the need to improve the management process is reached by consensus.

The educational component constitutes an important element in the management of the sport complex. Its evaluation allowed to appreciate, based on the educational-communicative indicator, that 89 % assert that theoretical ignorance prevails about the term participation, which they generally associate with attendance at a certain space; 11 % of the sample differs in that educational actions in this sense are conceived, based on the established improvement plan. The affective-motivational indicator provides that 100% state that the teaching activity and the events of the sports calendar are planned and implemented from visions and objectives that do not transcend the institutional and focus on the human factor in relationships between communities.

Another significant limitation is that teachers lack theoretical and methodological knowledge to promote affective processes in the population incorporated into the practice of physical activity. 100 % of the interviewed sample manifests itself when evaluating the initiative and leadership indicator. Everyone agrees that, in the INDER Methodological Indications for the four-year period 2020-2024, no action is issued aimed at creating participatory spaces that promote PA and, in the community, no actors are identified with any proposal in this regard.



Management process analysis unit

Dimension: Process results

The results of the evaluation of this dimension, in the substantive results indicator, shows that 100 % state that the way to analyze the work results in a given period is based on the fulfillment of the work objectives. This includes sports calendar activities and direction indicators; however, its construction is carried out without the participation of teachers and community members in the sport complex and presents limitations in its conception and comprehensiveness.

In another order, 100 % of the interviewees consider that in the indicator that evaluates the implementation of the results, the sport complex does not have methodological tools that allow this process to be developed based on participatory budgets. The observation of the process and the interviews were able to determine, in 100 % that, in the return of results indicator, in the management process of the sports complex, these are evaluated and determined without the presence of teachers and practitioners and are returned in a space where their participation is limited, which shows the absence of participatory processes and spaces.

Regarding the improvement of relationships between actors, 81 % consider that, despite the impact of physical activity on interpersonal relationships being contemplated in the INDER methodological indications for the period 2020-2024, the ways and methods that can support teachers in achieving this objective are not stated. In the capacity building indicator, 91 % of the sample agree that the sports complex lacks a management process that includes theoretical and practical elements in its training that are worked on together with the beneficiaries.

The analysis of the creation of a participatory political culture, 100 % state that the improvement process lacks an intention to work the participatory political culture of the population incorporated into the physical activity services, nor is it part of the guidelines of the system of direction in the indications for the work of the subsystem in the period 2020-2024.



Participatory dynamics analysis unit

Dimension: Criteria related to who participates.

The other unit of analysis, which evaluates the participatory dynamics in the dimension criteria related to who participates, in the indicators of the number of participants and the degree of openness of the process, 100 % of the sample considers that the number of participants is zero, in a management process where no participatory spaces are conceived, neither within the sport complex nor in coordination with the community structures. The impossibility of measuring the degree of openness of this process is inferred.

Regarding diversity, 83 % of teachers consider the lack of methods and procedures to adequately manage it. 17 % state that the technical staff of the subsystem keeps a control of the characteristics of the practitioners in the registry, as an official document to carry out their teaching work and they do not take it into account in classes. Regarding the representativeness of the participants indicator, 94 % report that the presence of any representative of the community structures is not conceived in the management of the sports complex, so no type of information flows from the members to this entity; this shows limitations in the relationships between the sports complex and the community; likewise, 6 % share the criterion that some coordinated actions are carried out with the delegates and coordinators of the CDRs, but without any significance.

Participatory dynamics analysis unit

Dimension: Criteria related to how is the participation.

In the criteria dimension related to how the participation is, in the indicators of participatory diagnosis, proposal capacity, information quality, deliberation methods and techniques, and degree of participation, 100% agree that: the technical staff of the sports complex, the community structures and practitioners do not engage in participatory processes. Teachers and practitioners manifest ignorance about the methods and techniques to get involved in participatory processes. The analysis and results of these units of analysis, as part of the initial diagnosis, show theoretical-methodological limitations in the management of the



sports complex, which shows the need to improve the participatory dynamics in this sports institution.

The following figure shows the quantitative results obtained in the pre-test in the 4 dimensions analyzed, highlighting that in all dimensions more than 80 % of the respondents and interviewees express insufficiencies in management in the sports complex, in the dimension. The results of the process show that in the period from September 2021 to September 2022, there is no presence of any representative of the 76 institutions of the community, nor of the mass organizations: Committees for the Defense of the Revolution (CDR) and the Cuban Women Federation (FMC) and only 65 people are incorporated into the physical activity services with the older adult population in the community, considering this number insufficient if it is taken into account that the eligible older adult population of the community is 2,673, which corroborates the qualitative results previously presented that refer to limited spaces and processes to participatively manage physical activity from the sports complex (Figure 1).

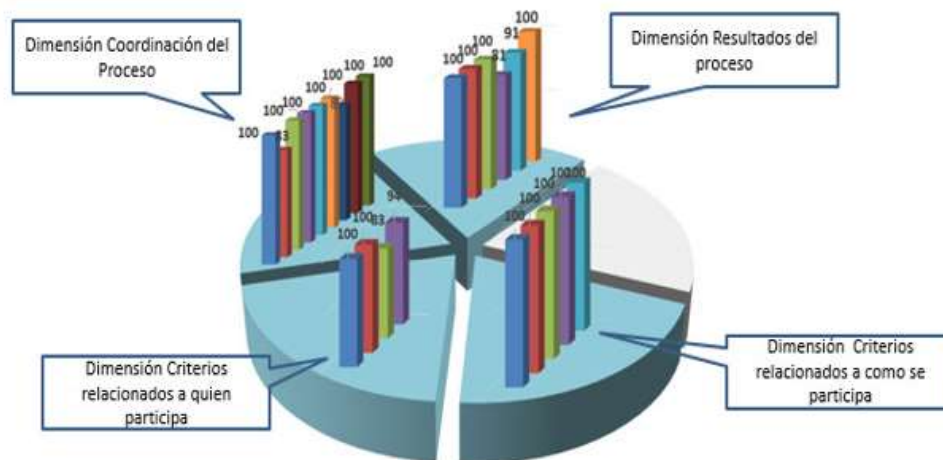


Fig. 1. - Pre-test results

The results of the pre-test determine the need to improve the management cycle that takes place within the sports complex, so the research is directed to the design of a theoretical conception that assumes theories, principles and approaches related to this process, and that



it constitutes the theoretical support for the elaboration of a methodology aimed at improving the management of physical activity in these INDER structures. Once it was applied in practice, the selected instruments were applied again to evaluate the dimensions of the management process and the participatory dynamics and their indicators.

The analysis of the pre-test and post-test after having applied the conception and the methodology yielded the following results:

Management process analysis unit

Dimension: Process coordination dimension. Post-test results

The results in this dimension reveal that more than 90 %, in the 9 indicators evaluated in general, show favorable changes in the management of the subsystem. In the historical-contextual indicator, 92 % recognize that this becomes an invaluable tool for management, as a starting point to understand the behavior of human practices, social processes from their temporality, based on social facts and events. historical events that shape the community reality, which makes it possible to design actions, establish goals, objectives and ways to achieve them, by taking into account the changes that occur in the context of the community.

The 8 % believe that there are actions in the sports complex that can be carried out without taking the context into account. In the indicator integration into the participatory system, 90 % consider relevant the participation processes and mechanisms that are generated from the sport complex that take advantage of the potential of the different subsystems, and of this with the structures of the community to establish relationships of collaboration and cooperation. symmetrical, an issue that favors management. The 10 % appreciate that weaknesses still persist in terms of the systematicity and presence of the representatives of the community structures in the process.

The clarity in objectives indicator gave favorable results and showed that 94 % affirm that the management process and sports calendar of the sports complex is enriched with objectives that express clarity, flexibility and are accessible in their comprehension and understanding by teachers of the subsystem of physical activity and population in the



community. They also report that they are involved in participatory processes. The 6 % appreciate that, despite the actions carried out, the ways and means of socializing the objectives in the community are insufficient, which still shows some degree of incomprehension in this sense.

In the planning, organization, execution, control and resources indicator, 97 % agree that the instruments, techniques, methods and procedures proposed by the methodology allow the development of an efficient participatory management process, what manifests, in practice, the capacity of teachers and practitioners to contribute to transforming the reality of the community from the sports complex services.

In this sense, 3 % of the managers and methodologists interviewed are inclined to maintain the vertical management process currently in force in the INDER for the management of the AFC subsystem. Regarding the transversality indicator, 94 % of the sample recognizes that a system of relationships is established between the subsystems and the structures of the community; this contributes to the integrality of the management from common objectives.

The presence of a dual process is observed, which is manifested in all the actions of the methodology, through training and participation. The 6 % reported that there are still managers of subsystems who do not see the usefulness of the tools and links created through the methodology. The 92 % consider the involvement of community actors in the management process important and add that it is significant that creative initiatives emerge and are promoted to improve the management of the subsystem.

They consider important the formation of a management group in the community that allows mobilizing people and strengthens the links between structures and the community. This could also strengthen the commitment to the community and support the sports complex in its management. The 8 % consider that existing structures should be used and not open another when referring to the initiative and leadership indicator.

In another order, in the educational-communicative indicator, 93 % issue favorable criteria on the educational component of the methodology that transversalizes the entire management process. The training process contributes to creating a critical subject who



acquires self-management and social empowerment capacities in the community and favors collective identity, from the spaces of participation and social interaction. The 7 % maintain the criteria of the pre-test on maintaining the training system that establishes the upgrading system established by the INDER.

The results of the affective-motivational indicator show that 96% value the use of the methodological tools that are provided as very positive, which make it possible to produce favorable changes that contribute to social well-being. The human factor is enhanced and personal meaning and sense is given, based on participation in physical activity services. 4 % give greater hierarchy to physical activity, above affective processes, when referring to the affective-motivational indicator.

91% of those interviewed state that managers, methodologists and teachers recognize that the improvement of management has brought benefits to the process. In this sense, there are participatory processes in which the agreed commitments are based on a critical vision of those involved to perfect the methodology and its structure.

Management process analysis unit

Dimension: Results of the process.

In the results dimension of the process, 86 % consider that new forms and methodological requirements are evident in practice to develop the management of the sports complex. The levels of incorporation of the older adult population and the changes and transformations that occur in their group and social behavior offer testimony to this. However, in the relationships established with the community structures, 14 % state that they are inclined to maintain the current management system in force.

In this same dimension, when evaluating the implementation of the results indicator, 92 % report that, with the help of the physical activity management group as the monitoring body and relationship structure that facilitates the process, actions are coordinated to implement the results of these and participatory spaces of the sports complex with new management practices. 8 % do not make visible the importance of the process for the subsystem.



In the return of results indicator, 90 % give significance to the tools provided by the methodology and that are related to forms of return, based on group workshops and discussion groups that are carried out with the participation of the population and representatives of community and institutional structures of INDER. 10% disagree with the forms of return and the lack of training in the people chosen to develop this activity.

Regarding the climate that is generated in the participatory spaces, the indicator improvement of relations between actors shows that 96 % consider that there is a favorable improvement in the internal relations between the subsystems of the sport complex and, between it and the structures of the community, in relation to the changes that occur in the individuals involved in the participatory processes. They appreciate transformations in the vision with which actions, activities, calendar events, coexistence spaces and conception of workshops are planned.

Participatory and mystical techniques are used that influence individual and group behavior, foster bonds and strengthen human ties. 4 % state that distancing from some community structures persists.

In relation to the capacity building indicator, 96 % rate training spaces through group work as very positive, which favor the individual and collective action of community members to influence community decisions, through citizen participation. 4 % report that the training spaces are still insufficient and that, due to various reasons, not all the population that is aspired to is involved. This limits the acquisition of tools to participate in the management of INDER's community and institutional processes. It is necessary that the elderly population practicing physical activity, teachers and community structures acquire skills and abilities to participate in the processes of the sport complex.

In this sense, the evaluation of the generation of a participatory political culture indicator reflects that 92 % appropriate tools from training spaces, which allow them to acquire or raise a participatory political culture. This has favored the transformations demanded by the sports complex and the community, in line with the political project of the Cuban revolution. However, 8 % state that the older adult population does not testify to this training in all the magnitude that is required, from the current context of the country.



Participatory dynamics analysis unit

Dimension: Criteria related to who participates. Post-test results

In the dimension criteria related to who participates, in the indicator of number of participants, 89 % actively participate in the institutional and community processes associated with the management of the sport complex, from the implementation of the methodology. The 11 % show passivity and resistance to participate in these processes.

The evaluation of the diversity indicator behaves in 92 %, when appreciating that the methodology provides teachers with tools that have allowed them to recognize in group spaces the contributions that each person produces without distinction, on the basis of respect, tolerance, equal opportunities. The 8 % state that there are still irregularities in the treatment of this process, which is complex and requires greater depth in training.

Regarding the indicator that evaluates the representativeness of the participants, 97 % report that the methodology has made it possible to establish relationships that allow the presence of representatives of organizations and institutions in the management of the sport complex. The 3 % state that, even after applying the methodology, there is a low presence of representatives of municipal and provincial levels, both from INDER and from political and governmental organizations.

Regarding the indicator degree of openness of the process, 88 % show assistance from other population groups in the community to participatory spaces with the older adult population. Participatory processes and spaces are open to various population and institutional sectors of the community, as well as to other levels of management, from municipal and provincial structures. 12 % of those interviewed state that there are many people who do not participate due to lack of interest in the topics being discussed.

Unit of analysis of participatory dynamics

Dimension: Criteria related to how is the participation. Post-test results

Regarding the criteria related to how is the participation, the evaluation of the indicator Participatory Diagnosis, showed that 92 % state that the planning, organization, execution



and evaluation of the participatory diagnosis has been feasible and relevant. They are based on the fact that it has allowed the older adult population to experiment and be the protagonist of a process that takes a critical look at the context, its interiorities and the problems that underlie the network of relationships in this environment. 8% report that some practitioners do not get involved in this process, considering that it takes away their time for the daily activities they carry out.

Regarding the proposal capacity indicator, 89 % express that creative initiatives are generated from participatory spaces by those involved. They consider that these are directed, not only to the improvement of the processes of the sport complex, but also to those that other institutions and organizations carry out in the community. The 11 % do not see significant changes in the contents of the proposals that emerge from the collective thinking of the community members.

The degree of participation showed that 90 % appreciate that the implementation of the methodology in the context of the community has allowed raising the levels of participation of the older adult population, and representatives of community structures. The 10 % consider that there is a limited institutional and governmental response in participatory processes, which affects the credibility of the process.

Similarly, the evaluation of the information quality indicator shows positive results. 91 % report that, through the actions provided for in the methodology, actions have been implemented by the management group to socialize, in advance, all the necessary information on the topics to be discussed in the participatory spaces. The 9 % consider that not all information channels are accessible to the majority and, sometimes, the information is not contextual and lacks flexibility and clarity in content.

In relation to this same dimension, the evaluation of the deliberation methods and techniques indicator showed that 94 % express that group work workshops, participatory techniques and discussion groups have allowed gathering opinions, proposals, suggestions, group agreements, as well as reveal community problems. The 6 % state that who coordinates the spaces sometimes does not have all the appropriate tools to ensure that the process achieves its objective.



Figure 2 shows the results of a quantitative nature in the four dimensions evaluated, where more than 85 % of the respondents and interviewees in all the indicators appreciate transformations and in the management of the combined, while 31 representatives of institutions and mass organizations in the community, 26 workshops are carried out through the group work method from Popular Education that make it possible to sensitize the community about the relevance of the services of the sports complex and compel them to participate in the process of management of the sports complex, and the number of older adults that join the groups formed as a result of the participatory processes that are coordinated increases to 285 (Figure 2).

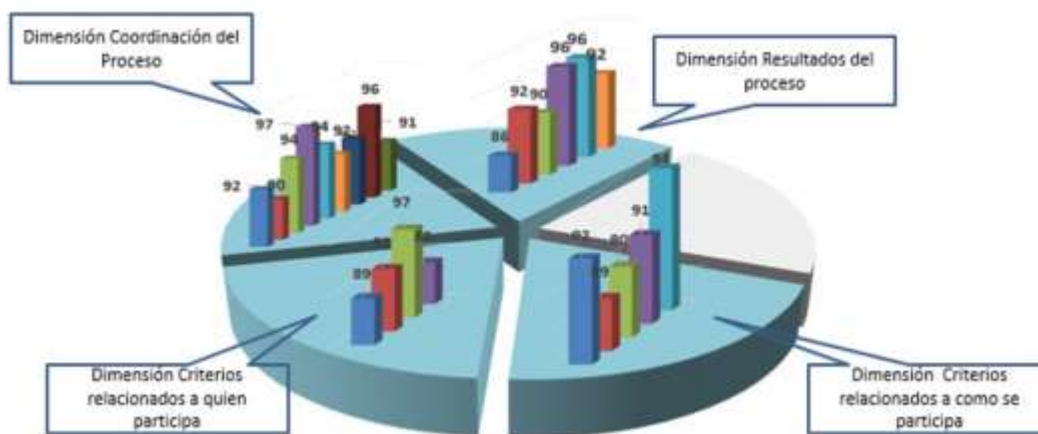


Fig. 2. - Results of the 4 dimensions

To be consistent with the logic of the research, the conception and methodology was theoretically assessed through the Critical Opinion and Collective Construction Workshops (Cortina and Trujillo, 2009). In this sense, the specialists consulted recognized its effectiveness and relevance, their contributions in relation to methods, means, procedures and methodological indications that from Popular Education energize the management process and its participatory nature to achieve the transformations demanded by the Community Physical Activity subsystem in the Sports Complexes.

The results of the pretest allow us to consider the contributions to participatory management in different contexts since (Díaz-Canel, 2021 and Méndez, 2022), who agree in valuing participation in management as a collective action aimed at meeting specific



objectives that entail the formation of an identity, based on solidarity interests and values, where styles of thought, paradigmatic conceptions and cooperative work are shared, and a proactive role in decision-making is assumed. Despite these criteria, there is a limited theoretical treatment of the ways to achieve participatory processes in management, based on the integration of different approaches and principles that allow preventing top-down relationships.

In this same line of thought, the author brings up the Theory of Human Relations and the management principles of (Parker, 2003) that place the human being at the center of the management process, humanizing the effort of each person in the achievement of the proposed objectives. Taking a look at the post-test involves taking as reference the Principles of Participation of (Freyre, 2004).

In this sense, these postulates contextualize the participatory essence in management, from a vision that integrates the community and the institution as a whole in the construction of the same goals. In the same way, assuming the Pedagogical Political Conception of Popular Education (EP) addressed enhances the appropriation of individual knowledge to transform their context, and provides tools to stimulate community participation.

That is why, the evolution of the theoretical postulates on management and within it the participation as transformative essence of the goals that are proposed, must unite the potentialities of the existing postulates mentioned above. However, the achievement to energize participation is to conceive the human being as the center of the process, make each practice a collective learning process, and build together the horizon that is intended to be achieved.

CONCLUSIONS

Based on the aspects discussed in the article, it can be concluded that the diagnosis of the two units of analysis provides evidence that reaffirms the top-down practices in the management of the AFC in grassroots sports complexes. The participatory actions contained in this process are maintained with an imposing and private view of consensus for decision-



making. The postulates that are articulated and proposed to assume a different methodological conception, promote a participatory process that has the purpose of favoring symmetrical relationships based on collaboration, cooperation and the realization of collective projects in the construction and improvement of knowledge in management. of the structure of the grassroots sports system and the AFC subsystem.

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Conflict of interests:

The authors declare not to have any interest conflicts.

Authors' contribution:

The authors have participated in the writing of the work and analysis of the documents



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